



# Hanover CSA Review Committee – Continuous Quality Improvement and State and Local Partnership



## Introductions – Hanover CSA Review Committee

- Jim Taylor – Deputy County Administrator
- Jacob Sumner – Director of Finance & Mgmt. Services
- Anna Antell – OCS Program Consultant/UR
- Sheila Crossen-Powell – Director of Social Services
- Julie Dubee - CSA Coordinator





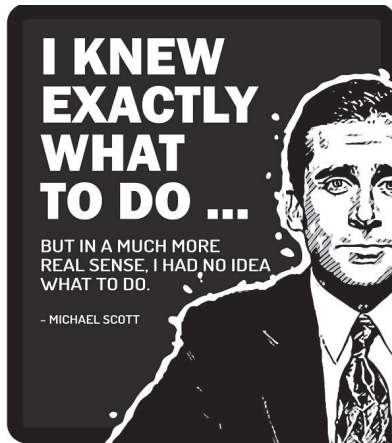
## Key takeaways from this session

- CSA is a partnership
- A CSA Review Committee is *in addition to* FAPT and CPMT
- You get what you focus on
- Outside perspectives can be helpful
- More dialogue leads to more Aha moments





## Before we start



- We have the same challenges as you
- We do not have all the answers (sometimes we don't have any)
- We are open to feedback and continuous quality improvement
- We are sharing our experience in case it might be helpful to you

## Background

- August 2019 – Hanover CPMT meets with Scott Reiner of OCS to Review our Continuous Quality Improvement Data
  - ❑ Concerns about length of stay in residential placements
  - ❑ Are we following our philosophy and is it being embraced at the case manager level?
  - ❑ Can we contain costs without sacrificing our **values**?
  - ❑ Can better prevention measures lead to better outcomes?



## A fence or an ambulance





## Background – Hanover County Values

- Virginia Children's Services Practice Model
- Guided by this model, our process to continuously improve services for children and families will be rooted in the best of practices, the most accurate and current data available, and with the safety and well-being of children and families as the fixed center of our work.



## Background

### November 2019 – Hanover County CSA Budget Meeting



- ❑ Exponential growth in the Hanover CSA budget that is not sustainable
- ❑ There is a need for greater Utilization Review
- ❑ To add an additional layer of UR, form a small team of people to review cases once they've reached a certain expenditure amount or out of the home for a certain amount of time





## Background

### December 2019 – CPMT Meeting

- ❑ Reviewed OCS recommendations and recommendations from the Budget Meeting
  - ❑ Some apprehension and uncertainty about an additional layer of Utilization Review

### January 2020 – The Hanover CSA Review Committee begins



## State & Local Partnership



- OCS Values - “Empowering Communities to Serve Youth”
  - ☐ Collaboration
  - ☐ Fiscal Accountability
- Existing partnership with OCS/ Anna through State Sponsored Utilization Review
- Benefit of objectivity and an outside perspective in UR

## Finance Director Perspective

- This is not a budget review but another chance to look at the processes
- Where are we spending money where it is not being effective?
- “Professional Skepticism”
  - ❑ An opportunity to ask questions and be inquisitive





## Process

- Review all cases coming to FAPT the following month
  - ❑ Importance of reviewing cases prior to FAPT, as opposed to after FAPT at CPMT
  - ❑ Celebrate 1 or 2 cases that are going well
    - ❖ *Value: We share success stories and best practices to promote learning within and across communities*
  - ❑ CSA Coordinator provides the Committee with a data summary, brief case synopsis and copies of most recent IFSPs

# Process – Sample Review Summary

Name ▼	DSS Custody ▼	Current Residential Time ▼	Prior Residential Time ▼	FY21* ▼	Lifetime* ▼
	X	0	0	\$ 98,613	\$ 131,171
	X	206	0	\$ 69,136	\$ 90,328
	X	0	239	\$ 62,305	\$ 76,532
	X	0	0	\$ 55,302	\$ 98,050
	X	0	179	\$ 52,547	\$ 52,547
		0	339	\$ 48,290	\$ 145,131
	X	0	0	\$ 48,253	\$ 87,725
	X	0	0	\$ 47,622	\$ 674,898.47
	X	0	0	\$ 47,487	\$ 82,384
	X	0	140	\$ 47,160	\$ 187,579
	X	0	0	\$ 45,753	\$ 81,811
		423	0	\$ 45,451	\$ 52,542
		0	0	\$ 42,014	\$ 47,003
	X	0	393	\$ 41,361	\$ 179,867
	X	0	0	\$ 33,975	\$ 48,287
		0	0	\$ 31,644	\$ 78,964
	X	227	58	\$ 29,907	\$ 30,432
		0	121	\$ 19,291	\$ 53,113
		0	0	\$ 18,208	\$ 20,621
		0	0	\$ 6,403	\$ 6,403
	X	0	0	\$ 4,530	\$ 4,530
		105	0	\$ 4,033	\$ 4,883
		0	0	\$ 2,355	\$ 4,255
	X	0	308	\$ -	\$ 56,879



## Process

- In-Depth Review of 5 to 7 youth and families based on residential length of stay and/or expenditures
  - These criteria are used as one of many criteria to determine if we are achieving our goals
  - ❖ *Value: We believe children do best when raised in families and placements in non-family settings should be temporary, should focus on individual children's needs, and should prepare them for return to family and community life.*



# Outcomes

## CSA Parental Agreements

- ❑ Updated CSA Parental Agreement form and updated CSA Parental Agreement policy

## FAPT

- ❑ Weekly sharing of expenditure and residential length of stay data with FAPT
  - ❖ *Value: The practice of collecting and sharing data and information is a non-negotiable part of how we continually learn and improve.*
- ❑ Recommendations from the Review Committee and documented on the IFSP and reviewed at FAPT

## Utilization Review

- ❑ Hired a full-time Utilization Review position for CSA





# Funding IL Apartments for Fostering Futures youth until their 21<sup>st</sup>

- ❑ Expenditures increased by \$275,000 in two years but outcomes were not improving
  - ❖ Value: We will use data to inform management, improve practice, measure effectiveness and guide policy

CSA Review Committee made recommendation to CPMT to limit the time CSA will fund an IL apartment







## Outcomes Example – Use of IL Apartments

Decision: Hanover CSA will only fund an IL apartment for 9 to 12 months after high school graduation

- ☐ Youth can practice living on their own with the continued support and funding of CSA prior to their 21<sup>st</sup> birthday

### Outcomes

- ☐ Decrease in expenditures and an example of controlling costs where we can
- ☐ Increase in fostering futures youth who are living on their own and FAPT can fund other services like IL Coaching to support them.
- ☐ **This is not just about saving money, but better practice and outcomes**



## Starting a Review Committee in Your Locality

- Importance of Executive Sponsorship
- Benefit of different lenses and perspective (OCS, County Administrator, County Finance)
- A monthly snapshot to more easily identify larger system trends
- Vulnerability and Transparency to achieve change
  - ❖ **Value:** *We take responsibility for open communication, accountability, and transparency at all levels of our system and across all agencies.*



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 **QUESTIONS?**

